



Title of meeting:	Cabinet Meeting Council
Date of meeting:	9 th October 2018 16 th October 2018
Subject:	Portsmouth Youth Offending Team (PYOT) Annual Youth Justice Strategic Plan 2018-19
Report by:	Lisa Morgan, PYOT Service Leader.
Wards affected:	All
Key decision:	Yes
Full Council decision:	Yes

1. Purpose of report

1.1 To share with the Cabinet details of Portsmouth Youth Offending Team's (PYOT) Annual Youth Justice Strategic Plan 2018/19 (Appendix 1) and seek approval for that Plan.

2. Recommendations

2.1 To approve the plan and the priorities set out within it.

3. Background

3.1 The PYOT Annual Strategic Youth Justice Plan 2018/19 has been agreed by members of the YOT Partnership Management Board, provisionally submitted to the Youth Justice Board (YJB) due to deadlines set, and requires final approval in line with local governance processes.

3.2 This year's plan has been updated following a review of the previous plan and in accordance with the current operational and strategic priorities as agreed by the YOT Partnership Management Board. It has also been confirmed as meeting the requirements of the national YJB who have commended the service on:

- our work to identify and address wider exploitation.
- our proactive work to develop further understanding and address concerns around the national KPIs
- our improvement work on key processes such as Asset+ (the YOT assessment tool) and report writing

3.3 The Plan notes achievements in 2017/18 and identifies a range of partnership working activities which are in place. It also highlights work planned for 2018/19 in respect of key performance indicators.

4. Reasons for recommendations

4.1 Local Authorities have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services to the Youth Justice Board (YJB), which can be published in accordance with the directions of the Secretary of State. Key areas of content are stipulated within guidance issued by YJB, subject to local arrangements for governance and sign off. The Annual Plan 2018/19 has been agreed by members of the YOT Partnership Management Board, and provisionally submitted to the YJB due to timescales set, based on analysis of current risks and needs. It now requires final approval in line with local governance processes.

5. Equality impact assessment

5.1 An equality impact assessment is not required as the recommendations do not have a disproportionate negative impact on any of the specific protected characteristics as described in the Equality Act 2010 for the following reasons:

5.1.1 This is a statutory requirement for us to produce Youth Justice Strategic plan under Section 40 of the Crime and Disorder Act 1998

5.1.2 The Youth Justice plan is an annual review to ensure the plan is up to date and relevant, various agencies and bodies have had the opportunity to comment on the review of the strategy for example: the YOT management board.

5.1.3 The overall aim of this review is to update on the progress made within the strategic plan to date and to make clear the objectives, priorities and necessary changes that are still required to improve service delivery within the YOT

5.1.4 The review does not include any changes to the service provision or policy so an EIA is not required in this instance.

6. Legal implications

6.1 Section 40 of the Crime and Disorder Act 1998 states:

1) It shall be the duty of each local authority, after consultation with the relevant persons and bodies, to formulate and implement for each year a plan setting out:

- (a) How youth justice services in their area are to be provided and funded; and
- (b) How the youth offending team or teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.

6.2 There are no other legal requirements to note, save that the current plan has been confirmed as meeting the content requirements set out by the Youth Justice Board.

7. Director of Finance's comments

7.1 The Portsmouth Youth Offending Team budget for 2018/19 reflects the new management and service delivery structure identified in the plan, and there are no direct financial implications associated with this report.

7.2 The Portsmouth Youth Offending Board are aware that the strategic plan needs to be delivered within the constraints of the budget, as identified in the priority listing, and receive quarterly financial monitoring reports.

7.3 The Board also recognises that the budget is currently being pressured by reducing grants and saving requirements in partner budgets. As a consequence they have requested a review of service needs and partner contributions to assist the process of establishing the 2019/20 budget.

Signed by: Sarah Newman, Deputy Director Children and Families Services,
Children, Families and Education

Appendices:**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location
Youth Justice Strategic Plan 2018-19	Appendix 1

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by on



PORTSMOUTH YOT YOUTH JUSTICE STRATEGIC PLAN 2018-19

(As required under S40 of the Crime and Disorder Act 1998)

CONTENTS

Introduction	3
Summary of Achievements and Best Practice	4
Structure and Governance	5
Resources and Value for Money	6
Partnership Arrangements	7
Overview of Performance against KPI's	8
Self Assessment- Strengths and Stretch	11
Risks to Future Delivery (and mitigation)	12
Overall Summary	13
PYOT Priorities 2018/19- Strategic Plan	15

Appendices:

- A: Summary of Recommendations from Thematic Inspections 18
- B: PYOT Team Structure 19
- C: PYOT Plan on a Page 20



Introduction

Under S40 of the Crime and Disorder Act 1998, it is the duty of each local authority, after consultation with partner agencies, to formulate and implement an annual youth justice plan setting out:

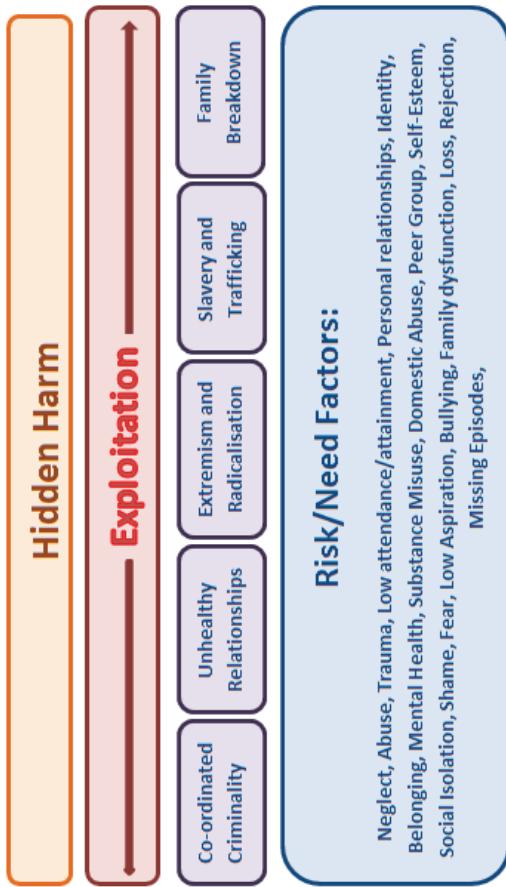
- How youth justice services in their area are to be provided and funded
- How the youth offending team (YOT) or equivalent service will be composed and funded, how it will operate, and what functions it will carry out.

Last year, Portsmouth YOT (PYOT) submitted a plan spanning 2017-19. This year, a fully updated plan will be submitted in recognition of changes which have occurred since then.

At the outset of 2017-18, PYOT was managed under a combined post comprising YOT Service Leader and Children's Social Care Service Leader for a locality team, reporting to the Head of Assessment of Intervention, as it had been for a period of 12 months. Following promotion of that post-holder, the position was re-appointed to an external candidate who commenced post in July 2017. Subsequently, following review of the YOT's delivery (referenced in last year's plan), the YOT Service Leader's capacity was increased to 1 FTE, reporting to the Head of Harm and Exploitation (itself a recently established branch of Children and Family Services). The YOT Service Leader commenced post at the end of 2017-18.

Therefore, whilst structures for frontline delivery of youth justice services have not altered greatly, the YOT's positioning within the wider children and families directorate has changed and offers new opportunities for development in relation to associated services working with children and families who are risk of harm and exploitation. These now include: YOT, Edge of Care, Prevent, Community Cohesion, Domestic Abuse and Young Person's Substance Misuse services. Increased capacity within the Service Leader post (as well as recent increases to Business Support resources) will support this development, as well as providing additional focus on continuous service improvement.

A working model (on page 2) is being developed within the YOT to identify the links between these services and the way in which YOT can contribute to the wider reduction of harm and exploitation, alongside its principle aim of reducing offending by children and young people (defined under the Crime and Disorder 1998). This will be developed further throughout 2018/19.



In 2018/19, PYOT will continue to focus efforts to reduce first time entrants (FTE), reoffending and use of custody within a developing recognition of the ways in which exposure to trauma, harm and exploitation can impact on resulting outcomes for children, including how offending behaviours develop. In response to recommendations made in inspectorate reports published in 2017/18 outlined in **Appendix A**, the YOT will also:

- consider the role of social media in terms of its use in, and influence on, children's lives
- make sure Assetplus is used effectively to reflect the young person's views, create intervention plans that change behaviour and ensure the public are protected
- make sure that the voice of both the child and the victim are not only heard, but applied in practice, particularly in decision making for out of court disposals

Summary of Achievements and Good Practice

Through 2017/18, PYOT continued to access clinical supervision via the Hampshire and IOW Forensic Child and Adolescent Mental Health Service (FCAMHS). The PYOT Education worker also undertook the role of "Online Safety Officer" for the Portsmouth Safeguarding Children's Board (PSCB). Appointment of a Referral Order and Volunteer Co-Ordinator post enabled an increase in YOT volunteers, and also development of a range of RJ placements in the City, with other specialist staff.

With regards to progress against last year's plan, steps have been made in a number of areas. Analysis was undertaken in relation to First Time Entrants to gain a better understanding of the cohort and 'what works' to reduce it. A Live Tracker Tool was purchased within the YOT's database to support understanding of reoffending rates. Ongoing efforts were made, particularly in the area of report writing, to reduce the number of custodial sentences imposed. PYOT have increased the number of volunteers contributing to the service and the range of reparation placements available. A number of new staff have been recruited to counter vacancies incurred and remaining staff demonstrate ongoing resilience and commitment in light of those changes. Work will now be completed to build on those successes, ensuring the views of children, parents, carer, victims and volunteers shape and influence ongoing improvement. Quality assurance mechanisms will be developed further alongside a refreshed performance framework to ensure accountabilities are understood across the service.

Structure and Governance

PYOT partnership provides youth justice services for the Portsmouth City Council (PCC) area comprising the local Youth Offending Team (YOT), Junior Attendance Centre (JAC) and Appropriate Adult (AA) services contracted out to The Appropriate Adult Service (TAAS). Broader preventative functions in the PCC area are served via Early Help and Prevention service.

Nationally, the YOT is supported and overseen by the Youth Justice Board for England and Wales, a non-departmental public body sponsored by the Ministry of Justice. Locally, the YOT is (as outlined above) positioned with the Harm and Exploitation branch of Children and Families Services. It is supported and overseen by the PYOT Partnership Management Board, which is chaired by the Local Superintendent. The local Management Board meets on a quarterly basis, and consists of representatives from the 4 statutory agencies (Children's Services, Hampshire Constabulary, National Probation Service and Health) alongside a representative of Her Majesty's Courts and Tribunal Services. It holds the YOT service to account by overseeing performance against both national and local indicators, reported on a quarterly basis via the YOT Service Leader, and requiring that the YOT maintains compliance with the terms and conditions of YJB Grant. Board members are keen to understand the barriers faced by staff in YOT, and identify effective solutions through consultation and contribution.

The Head of Harm and Exploitation attends the Safer Portsmouth Partnership, and is embedded within the wider Children and Families Senior Management Team, reporting to the Assistant Director for Children's Services. The new Service Leader is developing links across the PCC and pan-Hampshire landscape, having transitioned from another local, pan-Hampshire YOT. The post-holder has carried over a lead for Youth to Adult transitions within the pan-Hampshire area, as well as expertise and knowledge with regards to reducing the criminalisation of looked after children, reducing FTE, reoffending and custody and developing a performance culture within a YOT. YOT Team Leaders are well-established within the PCC area, and have links to key operational functions delivered across the City, including Resource Panel, Supported Housing Panel and local Courts. Links to Locality CSC Teams, and the recently established Early Help and Prevention locality teams, will be strengthened over 2018/19.

Resources and Value for Money

The PYOT Team Structure is provided in **Appendix B**.

For 2018/19, contributions to the YOT have been reviewed to ensure that they are reflective of in-kind contributions. The forecast budget as at 30.06.18 is:

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Police		76,600		76,600
Police and Crime Commissioner	45,100			45,100
Probation	5,000	33,000		38,000
Health	30,900	30,700		61,600
Local Authority	326,700	12,900	87,000	426,600
Wales Assembly Government			0	0
YJB	182,100		33,000	215,100
Other	10,000		10,000	10,000
Total	599,800	153,200	120,000	873,000

The YJB Attendance Centre Grant is used to secure suitable venue and staffing levels to enable delivery of the JAC. Through both cash and in-kind contributions, the YOT partnership meets minimum staffing requirement set out within the Crime and Disorder Act 1998. The YOT has also recently commenced a practice review to understand reasons for its continued rise in caseload numbers and identify what can be done to reduce this, rather than seeking additional staff to manage. This will include consideration of how to continually drive performance improvement and practice delivery within existing resource.

PYOT continues to explore innovative and effective ways of delivering services, seeking out opportunities for additional funding and/or partnership arrangements as appropriate. Links are in place with local voluntary and charitable providers, and efforts made to develop other links via local business (e.g. for reparation placements). For example, in 2017/18, a successful initiative was launched to secure a fixed point reparation placement via colleagues in local leisure and other services within PCC with equipment being sought by way of donation and sponsorship.

Partnership arrangements

The PYOT Team are based at Portsmouth Civic Offices, accessing venues around the City by way of links with a range of local community groups. The team is co-located with Children's Social Care, situated next to Portsmouth MASH and South Locality Children's Social Care Team, close to the Through Care Team and Senior Managers for the wider service. Harm and Exploitation services are located on another floor within the same building which will facilitate growing links over time. Police, Health, Education and Housing representatives are also based within the Civic. Courts services are within walking distance of the office.

The YOT Management Team comprises professionals from Probation, Social Work and Education backgrounds, providing a good mix of knowledge, expertise and ability to serve the team. Secondments are made from Police, Probation and Health, alongside an 'in-house' Education worker and Restorative Justice specialists. A Referral Order and Volunteer Co-Ordinator post has been secured via funding from the OPCC, which is guaranteed until March 2019. As of September 2018, the YOT will also receive Speech and Language Therapy (SALT) services via contract with Solent NHS which will be in place for a period of 6 months initially.

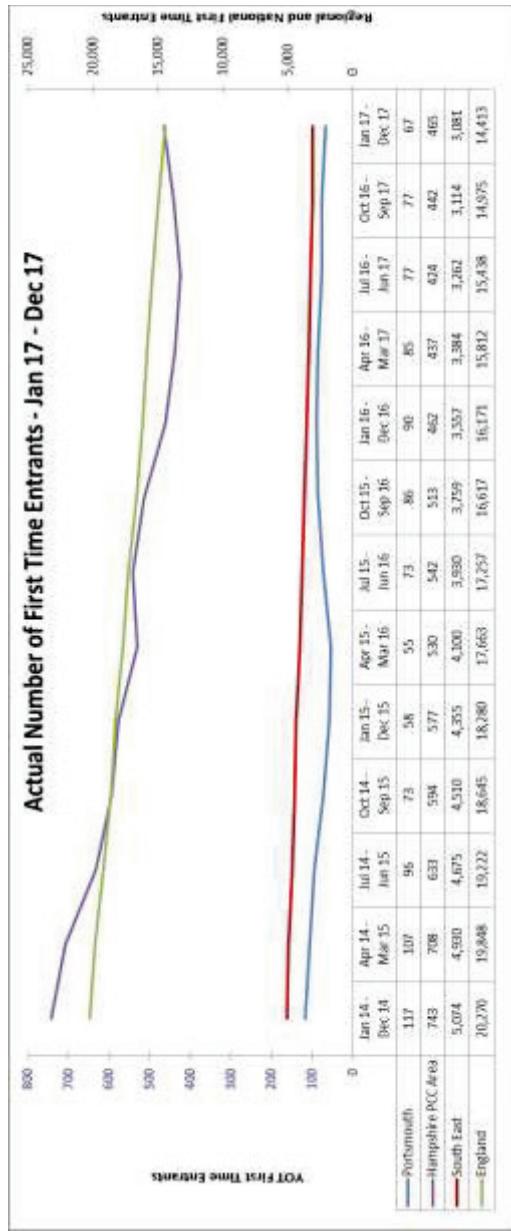
Appropriate Adult services are delivered via The Appropriate Adult Service (TAAS) under a contract held between them, Hampshire Constabulary and the pan-Hampshire YOTs (Portsmouth, Southampton, Hampshire and Isle of Wight). A new contract is under development for access to Prevention Of Offending (PROO) beds, co-ordinated for Portsmouth, Southampton and the Isle of Wight authorities. The Portsmouth Junior Attendance Centre (JAC) is delivered locally, funded via YJB Grant, and open to Hampshire YOT referrals given local geographical boundaries. Arrangements for Saturday/Bank Holiday court cover are also agreed with Hampshire YOT for the same reason.

Between the 4 pan-Hampshire (formerly Wessex) YOTs, representation is provided to the Local Criminal Justice Board, MAPPA Strategic Management Board, and various OPCC Forums. The Portsmouth YOT Service Leader specifically attends the pan-Hampshire MAPPA Delivery Sub-Group and the OPCC Hate Crime Working Group. For Portsmouth YOT specifically, the YOT Service Leader attends the pan-Hampshire Liaison and Diversion Service (HLDS) meetings, Concordat on Children in Custody, TAAS Contract Review meetings (all on a quarterly basis) and Youth to Adult Transitions Meetings as well as the pan-Hampshire MET group. An invite to attend a new FCAMHS Stakeholder group is also awaited. For restorative justice (RJ), a pan-Hampshire practitioner network has been developed and is attended by PYOT RJ staff. They are also linked in to various community groups to maximise opportunities for growth of RJ placements. More locally, there are links to Children's Services Senior Management Team via the Head of Harm and Exploitation, who also oversees delivery of Prevent Services, with WRAP training to be delivered to YOT staff later this year.

Overview of performance against KPIs:

First Time Entrants

End of year returns for 2017/18 demonstrate the following:



Headlines:

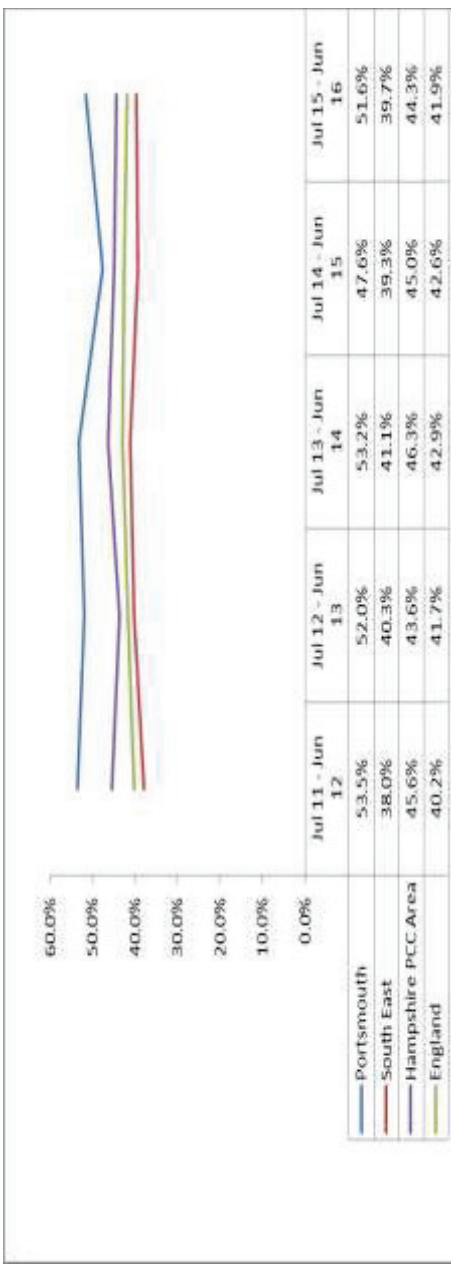
- The number of first time entrants has reduced to 67 in 2017 from 90 in 2016, and a previous a high of 117 in 2014.
- End of year returns 2017/18 place Portsmouth YOT FTE rates mid-table in relation to our comparators.

Work planned or 2018/19:

- Further analysis of the FTE Cohort to support partnership planning
 - Increased links with Early Help and Prevention services
 - Enhanced delivery of Youth Community Resolution (YCR) disposals
- Work completed in this area 2017/18:
- Ongoing internal development of the PYOT Triage process, including new processes to include representatives of Early Help and Prevention services.
 - Visit to a neighbouring 'family' YOT to explore ways in which they have reduced first time entrants and share learning from practice.
 - Report from Public Health to identify key characteristics and issues.
 - Revision of pan-Hampshire Out of Court Disposal (OOCD) processes with representatives of Hampshire Constabulary and local pan-Hampshire YOTs following publication of the HMIP Thematic Inspection on OOCD

Reducing Reoffending

End of year returns for 2017/18 demonstrate the following:



Headlines:

- Annual weighted data shows fluctuation in the binary rate for latest figures, and a slight reduction from a previous high in July 2011- June 2012.

- The cohort size has reduced, whilst the binary rate has remained relatively high.

Work completed in this area 2017/18:

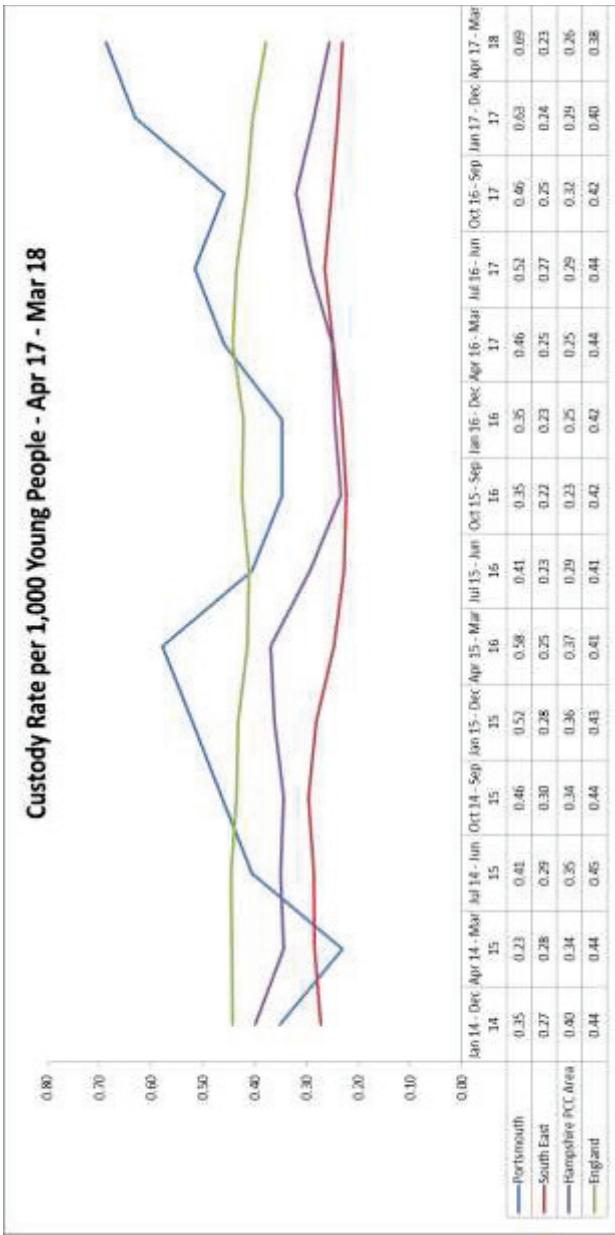
- Purchase of a reoffending tracking tool to support ongoing understanding and analysis.
- Links with data analysts in Portsmouth Safer Portsmouth Partnership to improve understanding of the cohort.
- Enhanced delivery of Referral Orders via creation of a Referral Order and Volunteer Co-ordinator post (funded via OPCCC)
- Increased range of Restorative Justice options and placements.
- Work with partners to identify and understand the impact of changes to the way in which this area is measured (since October 2017)

Work planned or 2018/19:

- Further analysis of the reoffending cohort via the reoffending tracker to support partnership planning
- Re-modelling of the PYOT Priority Young People (PYP) Scheme
- Review of intervention and engagement strategies across the YOT (including use of JAC and RJ)
- Strengthening of performance and QA framework to improve timeliness and quality of assessment and plans

Reducing Use of Custody:

End of year returns for 2017/18 demonstrate the following::



Headlines:

- The number of custodial sentences has increased in 2017/18 to 12 from 8 in 2016/17, showing fluctuation since a high of 24 in 2011/12.
- End of year returns place PYOT custody rates mid-table in relation to our comparators.

Work planned or 2018/19:

- Further analysis of the custody cohort to support partnership planning
- Develop the range of robust requirements for PSR proposals
- Review of QA processes of PSR and development of 'good practice' examples
- Enhance resettlement planning processes with partners

Work completed in this area 2017/18:

- Continued focus on report writing
- Continued working relationship with HMCTS
- Maintained delivery of visits and contacts for increasing number of cases
- Emerging recognition of the need to develop practice and partnership responses in this area (linked to work planned for 2018/19)

Self Assessment- Strengths and Stretch:

Following review of the service in late 2017, PYOT has embarked upon a self-assessment of strength and stretch, supported by recently published HMIP Inspectorate criteria and various effective practice literature.

Areas of strength:

Frontline staff are motivated to engage effectively with children and young people, and committed to continuous service improvement. Creativity in intervention delivery is evident, particularly with regards to Restorative Justice. Team members are supported via regular supervision with YOT Managers who are equally keen to develop good practice models across the service. Performance improvement work undertaken in response to previous inspections provides a good foundation for further, ongoing improvement, and is now supported by additional resource within the leadership and business support areas of the team which has increased capacity for development. The YOT has also sought to increase its understanding of the cohort via enhancement of its data reporting abilities, which again provides a basis for increased awareness and understanding which can then translate into action planning and implementation.

Areas of stretch:

Recent self-assessment has highlighted a need to expand and embed robust systems and processes in the YOT, to support the work of its staff and decision making by the Management Board. Frontline staff (particularly those joining YOT within the past 12 months) will be supported to understand their own roles and responsibilities, and how these contribute to wider partnership aims (including the YOT's performance monitoring framework), within a developing culture of accountability across the Team. Links between strategic governance and oversight (e.g. The YOT Management Board) and operational delivery (frontline staff) functions will be strengthened, and mutually reinforced, through this process also. Use of performance data will be refined to support accuracy and effectiveness of local analysis, which in turn will inform intervention review and delivery over time.

As a result of self-assessment, the PYOT Management Board have agreed a Service Development Plan to be delivered in conjunction with this Strategic Youth Justice Plan - identifying key actions and milestones to be achieved over the next 12 months. Progress against both will be monitored via quarterly Board meetings, and secured via a range of activities delivered within the Team over the same period.

Risk to Future Delivery against the youth justice outcome measures:

Fundamentally, risks to PYOT's future delivery against youth justice outcome measures are inherent within the reducing contributions from some of its partners, and the uncertainties under which they are provided which inhibit effective, long term planning. Budgetary pressures are experienced across the partnership, though commitment remains to ensure it is appropriately resourced and youth justice services adequately supported. In relation to PYOT's delivery against youth justice outcome measures, a summary of identified risks (and actions intended to mitigate) are as follows:

Risks	Mitigation/Intended Actions
First Time Entrants	<p>Reduction in use of OOCD despite delivery of Triage Joint Decision Making Panel.</p> <p>FTE rates placing pressure on the service which, combined with reducing budgets, may result in non-statutory prevention offer being reduced or ceased.</p> <p>Changes outside the service impacting on FTE rate</p>
Reoffending	<p>Limited understanding of the cohort due to developing understanding of how the Live Tracking tool (introduced in 2017) can be used</p> <p>Timeliness of assessments inhibiting delivery of effective interventions underpinned by evidence base.</p> <p>Under-use of formal, structured intervention programmes to reduce reoffending.</p>
	<p>OOCD/FTE analysis to update the YOTs understanding of issues and identify measures needed</p> <p>Caseload analysis to assess patterns, trends and issues and then identify solutions (without reducing the quality of YOTs work or weakening the provision of non-statutory disposals).</p> <p>Strengthening of work in within Children and Families and Early Help provision to identify and reduce criminogenic need.</p>
	<p>Increased use of Live Tracker Tool to support analysis. Review of Priority Young Person (PYP) Strategy for awareness and address to enhance understanding of themes/trends.</p> <p>Strengthening of performance frameworks to support and monitor improvement in timeliness of assessments and plans</p> <p>Review and refresh of YOT-led interventions, developing or sourcing new programmes as needed.</p>

	Risks	Mitigation/Intended Actions
Use of Custody	Reduction in availability/viability of 'alternatives to custody' (linked to reducing resource and demand)	Develop and deliver viable alternatives via the range of community options and requirements, in collaboration with partners, and maintain confidence of the Courts
	Increase in use of custody due to 'repeat visitors' to police and courts (linked to rate of re-offending)	Enhance PSR proposal through identification of robust requirements, and develop robust resettlement planning
	Potentially, emerging or increasing 'revolving door' trends due to increase in custodial sentencing	Analysis of DTO cohort to identify actions required, combined with the above

Within activities outlined above, consideration will be given to potential disproportionality to ensure that it is both identified and addressed (when present). This will extend past 'protected' characteristics such as age, gender and ethnicity and also include factors such as Looked After status and SEND. Wherever possible, analysis undertaken from this point forward will include consideration of these factors to explore the possibility of disproportionality as a matter of course.

Risks to delivery against youth justice outcomes (both national and locally defined) will be assessed and re-assessed on an ongoing basis, via discussion within the PYOT team and at quarterly board meetings.

Overall Summary:

Portsmouth YOT remains within the Children and Families directorate of Portsmouth City Council, and has transferred to its Harm and Exploitation services branch in recognition of the clear overlap between offending and exploitation. Work will be undertaken to embed the links between relevant services over the coming year.

Additional resource has supported increased focus on the YOT's delivery of services, and recent self-assessment identified key priorities for the YOT which will be delivered via a distinct service development plan. Analysis of relevant cohorts, planned to take place across 2018/19, will contribute to the YOT's understanding of its own areas of stretch and strength and form a basis for future consolidation and/or service development work as required. This will be reported on at the end of the current financial year (2018/19) and underpin the PYOT's Strategic Plan for the following year (2019-20).

This Strategic Youth Justice Plan will provide an over-arching framework under which that plan can be delivered, and clearly outlines headline activities to be completed over 2018/19. As a result, the PYOT Strategic Youth Justice Plan for 2018/19 will focus on 5 key outcomes:

- Portsmouth Youth Justice services are offered innovatively, within resource available, across the partnership
- A culture of performance and accountability is embedded within PYOT (linking to separate, service development plan)
 - Reduction in First Time Entrants
 - Reduction in Reoffending
 - Reduction in Use of Custody

Progress against outcome measures, and supporting service development plan, will be subject to internal review in December 2018, with full year updates provided via PYOT's Strategic Youth Justice Plan to be submitted for 2019/20.

PYOT Priorities 2018/19 - Strategic Youth Justice Plan

Outcome	Team lead officer	Service Activity	Target/Success Measure	Actions
1. Portsmouth Youth Justice services are offered innovatively, within resource available, across the partnership	Chair of YOT Partnership Board and YOT Leadership Team	<p>Overall: Developing links with partners to support wider strategic priorities e.g CSE, LAC, Missing</p> <p>Ongoing review of YOT budget/contributions, alongside needs analysis.</p>	<p>YOT services delivered effectively within budget in 2018/19.</p>	<p>Linking PSCB toolkits to support YOT intervention.</p> <p>Resource/contribution review to be completed by October 2018 for consideration by YOT Board.</p> <p>Opportunities for additional funding to be explored.</p> <p>Workshops with staff to embed 'harm and exploitation' agenda in YOT. Development of e-learning on YOT for partners to include 'harm and exploitation' agenda.</p> <p>YOT evidences 'hidden harm' approach within day to day work.</p> <p>YOT intervention programmes reflect risk/need and offending profile of YOT cohort</p> <p>Review programmes available; match against profile and develop as required.</p> <p>Pathways mapped to confirm services available and ways to access.</p> <p>Discussion in PDR1:1 to confirm and embed offers available. Dip sample via QA to evidence use.</p>

Outcome	Team lead officer	Service Activity	Target/Success Measure	Actions
2. Culture of performance and accountability is embedded within PYOT	YOT Service/Team Leader	<p>Overall: PYOT Performance and QA Framework to identify key areas and trends to inform service delivery and continuous development; ensuring roles and responsibilities within this are understood and consistently applied.</p>	<p>Adherence to YOT Service Development Plan</p> <p>Strengthened performance framework in place to inform decision making by YOT Board.</p>	<p>Embed via workshops for staff , PDR process and regular 1:1s. Monitor progress via qtrly YOT Mgt Board.</p> <p>Review YOT Performance Measures (including introduction of assessment timeliness and alignment with local YOT Scorecard)</p> <p>Develop evaluation mechanism for children, parents/carers, victims, volunteers and other professionals.</p> <p>Embed analysis and annual reporting schedule.</p>

Outcome	Team lead officer	Service Activity	Target/Success Measure	Actions
3. First Time Entrants rate reduced	YOT Service Leader	PYOT FTE cohort is analysed and understood, and relevant factors addressed through work across the partnership.	Reduction in FTE (G=<313, A= 314-400, R=>401)	Review FTE analysis (also exploring Triage outcomes) Develop FTE reduction strategy Strengthen PCC prevention 'offer'
4. Reoffending rate reduced	YOT Service Leader	Reoffending cohort is analysed and understood, and relevant factors addressed through work across the partnership	Reduction in reoffending rate (G=<36%, A= 36.1-39%, R=>39%)	Complete reoffending analysis alongside review of PYP model Develop reoffending reduction strategy Review interventions available against need/risk profile.
5. Use of Custody reduced	YOT Service Leader	Custody cohort is analysed and understood, and relevant factors addressed through work across the partnership.	Reduction in use of custody rate (G=<0.38, A=0.39-0.45, R=>0.45)	Complete custody analysis alongside review of PYP model Develop custody reduction strategy Review resettlement pathways and sources of support

Appendix A: Recommendations arising from Thematic Inspections 2017/18.

HMIP Thematic: The Work of Youth Offending Teams to Protect the Public (October 2017)

Youth Offending Team Management Boards should:

- make sure that practice takes account of trauma experienced by young people
- review their understanding of social media and young people, and establish if there is sufficient local policy and practice guidance for staff to operate effectively and legally when monitoring young people's social media activity
- make sure that they have an understanding of the work being undertaken by YOTs with young people who pose the greatest risks to themselves and others.

Youth Offending Teams should:

- make sure that the design and delivery of services takes account of the impact of trauma on young people
- make sure local practice guidance and resources available for responding to social media related offending reflects current behaviour of young people
- review the implementation of AssetPlus to make sure it is used effectively to reflect the young person's views, create intervention plans that change behaviour and ensure the public are protected
- make sure that internal intervention planning and review meetings are effective in helping to protect the public and that they are properly recorded

HMIP Thematic: Out of Court Disposals Work in Youth Offending Teams to Protect the Public (March 2018)

Youth offending team management boards should:

- make sure that out-of-court disposal work is evaluated, is of good quality and is effective

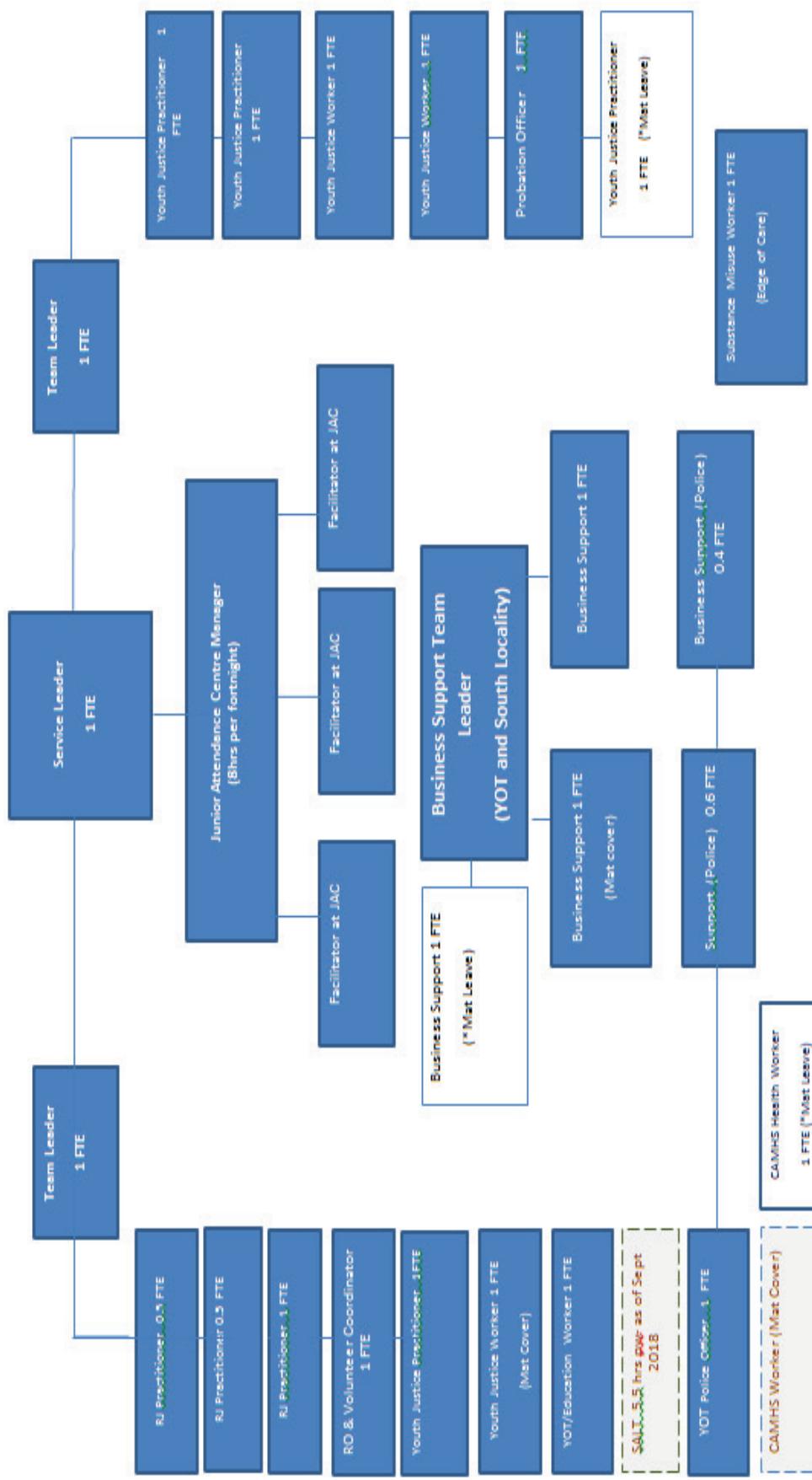
Youth offending teams and chief constables should:

- make sure that the requirements of youth conditional cautions are meaningful to children, and describe the desired outcomes and how these will be achieved
- make sure that all victims have a fully informed and effective opportunity to have their views heard, and to receive an appropriate restorative intervention.
- make sure that children understand the implications of receiving an out-of-court disposal before they are asked to accept it.

Youth offending teams should:

- Make sure that assessment and planning are of good quality, and take account of the child's views on what may help them to avoid offending.
- Make sure that decision making is informed by assessment of the child.
- Give specific attention to victims and the protection of the public in the assessment, planning and delivery of out-of-court disposal work.

Appendix B: Portsmouth YOT Structure as at 01.06.2018



NB- Those designated with dotted lines are vacancies as of 30.06.18.

Appendix C: PYOT Plan on a Page

